INDEX

Advertising campaigns 21–4
Amstrad 13
Aspiration-level constraints 117
Average-cost theories 105–10
Average gross profit-margin 107

Banks 9
Behavioural theories 104–20
  biological analogies 110–15
Belgium 229, 230
Black-box view 103
Business environment, changes in 2
Business strategy 22

Cause–effect models 34
Central Policy Review Staff 21
Closeness to customers 7
Company efficiency in international marketing 272–3
Competition 108, 218
Competitive cutting edge 2
Competitive marketing environment 2
Competitive strategy formulation 22
Competitive success 1–28
  requisites of 4
Competitiveness 11, 45
  route to 31
Consumer behaviour in international marketing 257–61, 270
Corporate strategies 2, 8, 22
Corporate structures, changes in 40
Cost benefit trade-off 20
Cultural effects 229, 230
Cultural groupings 230, 231, 232
  in international marketing 255–7, 267, 270
Customer goodwill in product deletion 219
Customer-oriented philosophy 5
Customer satisfaction 8

Decision calculus contributions 119–20
Decision-making 32, 33, 40, 47, 87–8, 95, 102–3, 110, 115, 116, 118, 232
Demographic variables in international marketing 268
Differentiation strategy 23
Distribution role 20–1

Economic changes 2
Economic value to the customer (EVC) 158–9
Enterprise strategy 22
Environmental change 2–4
Europe, product mix for 227–82
Excellent companies 7, 8
Expectancy-value analysis 257
Export market research 15
Export performance 15

Failures 19
  reasons for 10–11
Fast-moving consumer goods (FMCG) 34, 231
Financial performance 16
Focus strategy 23
France 230
Functional strategy 23

Growth maximization 99–100

High-flyer companies 9
High-technology firms, failure of 11

Hi-Tech 14–15
Homeostasis concept 110–11

IBM 12–13
Industrial organization theory 88–92
Information 15
Information gathering 10
Innovation studies 19
International marketing 227–82
  case histories 237
  company efficiency in 272–3
  company's choice in light of research results 245–6
  consumer behaviour in 257–61, 270
  cultural groupings in 255–7, 267, 270
  demographic variables in 268
  direct export from domestic success 248–9
  future of 276–7
  implications for 274–7
  literature search and review of current thinking 252–4
  market segmentation in 259–61, 271–2
  marketing–oriented approach plus grouping 246–8
  nationalism in 244
  nationality in 268
  need for further research 269–73
  personal values in 255–71
  politics in 245
  product positioning in 235–6
  research hypothesis and results 252–68
  research problems 245
  stages involved 234
  success factors 234
  success stories 236
  transitional market–oriented approach 243–6

Job security 96

Management, *see also* Marketing management
  classical definitions of 48–9
  confused and chaotic reality of 55
  efficiency of 53
  function and nature of 48–55
  marketing role in 6
  model of 54
Management competencies 54
Management development programmes 54
Management structures, changes in 40
Managerial discretion theory 100–4
Managerial practice 33
Managerial revolution 95
Managerial skills 48
Managerial theories 92–104
Market-driven innovation 8
Market gap 14
Market orientation 8, 9, 14, 19
  successful companies 6–14
Market priorities 11
Market research 9, 10
Market segmentation 9, 10
  European 227
  international marketing 259–61, 271–2
Marketing
  culture and change in 42–5
  managerial practice in 33
  methodology 57
  performance 10
  planning 33
  practice in British industry and commerce 30
  professionalism 45
  research 9, 15
  techniques 10
Marketing audit 33
Marketing discipline 57
Marketing efforts 11
Marketing factors 14–24
Marketing management 29–62
  best practice 32
  changing contexts and changing competencies 40–2
  content of 48
  conventional models of 39, 56
  definition 31
  education 56
  effective 31
  legitimacy of existing models of 41

literature on 39
metrology for testing 32–3
overview of 30–9
prevailing model of 29
process of 31, 32
recipe for success 35
research methods in 55–8
Marketing manager
as decision–maker 32
function of 41
ideal skills required 37
job activities 38
job advertisements for 37
job content of 41
research method 39
responsibilities of 35
role of 31
skills needed by 30, 36
Marketing mix, McCarthy's 232
Marketing orientation, philosophy 5
Marketing strategies 5, 11, 22, 31
Meaningful differentiation 16
Measurement criteria 6–7

Nationalism in international marketing 244
Nationality in international marketing 268
NEDO report 15, 17
Netherlands 230
New product development (NPD) 11, 13, 194–210
analysis of 204–5
Booz, Allen and Hamilton (BAH) model 202–8
Cooper's state-gate process 209
Crawford's model 208
failure in 195–8
impact of individual interrelated strands of development 207
iteration in 206
linking success and failure 202–8
managerial orientations 201
research 195–200
Hart and Service (1988) 199–200
Johne and Snelson (1988) 199
revised models of 207–8
7–S framework 199
studies of 193
success in 19, 198–9
Normal cost principle 107, 108, 110
Not-invented-here syndrome 245

Organizational change 44, 46
Organizational coalition 116
Organizational culture 42
Organizational theories 115–19
Output maximization 98–9
Overall cost leadership 23
Owner-entrepreneur utility maximization 96

Personal values in international marketing 255–71
Policy decisions 96
Politics in international marketing 245
Potential outcome distribution 113
Price bundling 67–8
Price competitiveness 20
Pricing 63–192
absolute (or money) 67
analysis of 167
and growth maximization 99–100
and industrial organization theory 88–92
and managerial theories 92–104
and output maximization 98–9
and sales revenue maximization 97–9
and utility maximization 100–4
average-cost theories 105–10
behavioural theories 104–20
biological analogies 110–15
classification by discipline 73
classification of empirical efforts 127
conceptualization of 65
concessions 67
conventional theory 76–80
critical role of 20
data collection methods in empirical research 130
definitions 63–5
differentials 75
diversity of theoretical approaches 121
elements influencing 66

Pricing *continued*
empirical evidence 138–65
empirical research 125–9
empirical studies on price determination 184–90
environment 160–5
composition of 191–2
nature of 162–4
role of 164–5
extensions of conventional price theory 80–8
flexibility of 70
focus of theoretical perspectives 123
functions of 68–72
impact on buyer behaviour 74
importance of 68–72
in competitive strategy 19–20
in strategic market planning 70
inflation 75
interdependence with other strategy components 72
literature overview 73–5
low ranking of 20
macro-level 68, 75
meaning of 63–8
methodological assessment of empirical studies 129–38
methodological quality of empirical research 131
methods of 151–2
micro-level 69
multiple product 82–3
nature of 63–75
objectives 138–50
influences on 149–50
linkages among 146–9
number of 138–9
taxonomy of 146
types of 139–45
practice of 72, 125–67
proactive competition-based 157–9
proactive cost-based 151–4
proactive demand-based 154–6
product line 82–3
public policy perspective 70–1
questionnaires in eliciting information about 132–4
reactive competition-based 159–60
reactive cost-based 154
reactive demand-based 156–7
realism and tractability of theoretical perspectives 122
relationship to other elements of marketing mix 74
relative (or real) 67
research designs employed in empirical research 130
sampling plans in empirical research 130
significance of 63
structure of 64
taxonomy of methods 152
theories of 76–124
transactional 67
Product deletion 210–23
aims of 216
consequences of 218
customer goodwill in 219
importance of 214–17
improving financial structure by 220–2
initial steps in 212
managerial attitudes to 214
objectives 217, 222–3
outcome profiles 218–22
process stages 213
profitability in 219–20
reasons for neglect of 211–14
viewing in terms of success 217–22
Product development, *See* New product development (NPD)
Product differentiation 15–16
Product diversification 245–6
Product innovation 18–19
Product management, international 235–6
Product mix
Europe 227–82
importance of 235
Product overpopulation 215
Product policy 15–19, 193–225
international
company experience 236–8
standardization in 240–1
supporting theory 238–42
shortcomings of 193

Product positioning in international marketing 235–6
Product quality 16–18
Product review system 211
Profit, definition of 81
Profit maximization 80–8, 113, 124, 144
  disillusionment with 92
  dynamic aspect to problem of 83–4
  long-run 83–5
  multiproduct firm 82–3
  short-term 83–4
  under risk and uncertainty 86–8
Profitability in product deletion 219–20
Project Dropstrat 210, 212, 217
Promotion and advertising 21–4

Quantum Leap 194

Range of mutual benefit 64
Rate-of-return maximization 81–2
Realism-in-process theories 104
Recession 46
Reebok 13
Research model 47
Revitalization factors 11
Risk in profit maximization 86–8

Sales revenue maximization 97–9
SAPPHO project 19
'Satisficing' entity 116, 117, 119
Scientific management school 34
Shareholders 95–6
Single European Market 227–8
Small businesses 10
Social changes 2
Strategic choice 34
Strategic differences 10
Strategic marketing 46
Strategies 33
Structure-conduct-performance (SCP) paradigm 88–92
Success achievement 4–6
Success determinant 5
Successful companies, marketing-orientation 6–14
Successful performance, history of 7
SWOT analysis 33

Tactical differences 10
Technological change 3
Technological growth 3
Test marketing 9
Trade barriers 228

Uncertainty in profit maximization 86–8
Unsuccessful organizations 10
Utility function 94
Utility maximization 93–4, 100–4

Value-added manager 40–1
VAT rates 228
Viability concept 113–14

Index compiled by Geoffrey C. Jones